DOCUMENT RESUME

ED 327 240 JC 910 053

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TITLE Faculty Salaries at Delta College. Research Report.
INSTITUTION San Joaquin Delta Community Coll. District, Stockton, CA. Office of Institutional Research and Planning.
PUB DATE 13 Nov 89
NOTE 45p.
PUB TYPE Reports - Research/Technical (143) -- Statistical Data (110)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS Academic Rank (Professional); *College Faculty; *Community Colleges; Comparative Analysis; Fringe Benefits; *Professors; State Colleges; State Norms; State Surveys; State Universities; Tables (Data); *Teacher Salaries; Two Year Colleges
IDENTIFIERS *California

ABSTRACT

In 1989, a study was conducted of faculty salaries at California's San Joaquin Delta Community College (SJDCC). Salary results were compared with community college districts in the State of California, with two specially selected subgroups of colleges comparable to SJDCC, and with all of California's major public and private four-year postsecondary institutions. Study findings included the following: (1) SJDCC's maximum salary for faculty without a doctoral degree ranked fourth among the 70 community college districts in the state and was 12% higher than the state average; (2) when compared with two groups of comparable colleges, SJDCC's minimum and maximum salaries were the highest in both groups; (3) when the salaries of these two comparable groups were adjusted for the cost-of-living differences in the districts, Delta's percentage advantage widened; (4) when compared with the average salary of assistant professors in all of California's major public and private institutions, SJDCC's average faculty salary of $48,603 ranked first, and when compared with associate professors at the same institutions, SJDCC ranked third; (5) SJDCC's average faculty salary was 45% higher than the average assistant professor salary in the California State University system and 31% greater than the average assistant professor salary in the University of California system; (6) when fringe benefits were translated into their dollar value, SJDCC ranked slightly below average; and (7) SJDCC was slightly above average in productivity/cost effectiveness. (JMC)

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RESEARCH REPORT

ED327240

Faculty Salaries At Delta College

11/13/89

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11/26/89

OFFICE OF INSTITUTIONAL RESEARCH AND PLANNING

SAN JOAQUIN DELTA COLLEGE

FACULTY SALARIES

AT

DELTA COLLEGE

John W. Evans, Ph.D.

Director of Institutional Research and Planning

EXECUTIVE SUMMARY

Delta College's faculty members are among the most highly paid academic professionals in the state.

This is the central finding that emerges from an analysis which compared Delta's faculty salaries with those of:

- all community college districts in the state;

-two specially selected sub-groups of colleges more comparable to Delta; and

-all of California's major public and private four year post secondary institutions.

The study's specific findings are:

1. Among the 70 community college districts in the state, Delta ranks third or fourth, depending on the academic rank at which the comparison is made (minimum salary with an M.A, maximum salary without a doctorate, or maximum with a doctorate).

2. Delta's maximum salary without a doctorate of $50,259 is 12% higher than the state average.

3. When Delta is compared to two groups of colleges selected to be more administratively and educationally comparable, its minimum and maximum salaries are the highest in both groups, ranging from 10% to 18% higher than the faculty rank averages for these two groups.

4. After the salaries in these two comparison groups were adjusted for the cost of living differences that prevail in the districts, Delta's advantage widens. It remains the highest paying district, and the margin of superiority increases to 17% to 27% across the three ranks.

5. Delta's salary advantage over virtually all other community college districts is substantial, but it is even greater over the salaries earned at comparable levels in the state's four year post secondary institutions. When Delta's *average* (not minimum or maximum) faculty salary of $48,603 is compared with the average salary of assistant professors in all of California's major public and private institutions, Delta ranks first. Even when compared to associate professors, it ranks third.

6. Delta's average salary is 45% greater than the average assistant professor salary in the CSU system; 17% greater than CSU associate

professors; 31% greater than the average assistant professor salary in the UC system; and 13% greater than UC associate professors.

7. When fringe benefits are translated into their dollar costs, Delta ranks slightly below average. However, when actual benefits are compared, Delta appears to provide equal or greater services than districts where the dollar cost of benefits is higher.

8. At the present time, Delta is slightly above average in productivity or cost effectiveness (as measured by the ratio of Total Cost of Instructors' Salaries to ADA). In the late 70's, Delta's level of productivity was substantially more cost effective than the state average, but since 81-82 productivity has declined generally, and Delta's advantage over the state as a whole has largely disappeared.

ACKNOWLEDGEMENTS

The preparation of this report required a wide variety of data from several sources:

a. Faculty salary and fringe benefit data on California community and four year institutions;

b. Zip codes which comprise California community college districts;

c. Data on the factors used by the California Community College Chancellor's Office to determine college comparability; and

d. Data on the cost of living in community college districts.

For providing both the data *and* cheerful help with their use and interpretation, I am indebted to:

-Sally Errea and Lorraine Cook at Kern College;

-Don Ross from the California Community College Trustees (CCCT) Research Committee.

-Carol Corcoran, Robert Weinsteen, Pauline Sweezy, and Patricia Fugami at the California Department of Finance;

-Pat Ryan at the California Community College Chancellor's Office;

-Kirk Patterson and his colleagues at National Planning Data Corporation;

-The National Data Service for Higher Education;

-Elizabeth Testa and the other Librarians at the California Post Secondary Education Commission.

I am also indebted to Ernest Cooper, Executive Assistant to the President of San Joaquin Delta College for counsel and advice, to Erik Gunderson who served well and productively as the Research Assistant on this project, and to Yvonne Sheffield and Marlene Pedregosa for invaluable secretarial assistance.

All errors and omissions are mine.

John W. Evans, Ph.D.
Director of Institutional Research and Planning
San Joaquin Delta College

November 1989

FACULTY SALARIES AT DELTA COLLEGE

INTRODUCTION

This report is an analysis of Delta College faculty salaries and how they compare with other California community colleges.

It is hardly profound to observe that salaries are important. But because their basic role in providing life's necessities and luxuries is so fundamental, we sometimes forget that they are a college's largest single expenditure and its principal instrument for affecting educational quality.

Salaries provide the means to attract and retain the best teachers and scholars, to recognize and reward performance, to provide incentives for improvement, and to achieve equity.

Salaries constitute one of the major points of interface between the faculty and the administration, and judgments about the adequacy and fairness of salaries heavily condition management-faculty relationships.

Salaries, in sum, are much more than employees' pay checks and the institution's fiscal flow. They are the principal mechanism for achieving educational excellence.

Mindful of the key importance of salaries to his program of building the quality of education at San Joaquin Delta College (SJDC), President L.H. Horton asked the newly established Office of Institutional Research to undertake a comparative analysis of faculty salaries that would go beyond the basic information provided in the annual surveys of California community college salaries carried out by Kern College and the California Community College Trustees (CCCT).

The key purposes of the study were to determine how well positioned Delta College is to compete for and retain top academic talent, and how well it is rewarding excellence in teaching.

After reviewing the issues, three major needs emerged:

1. To be able to compare Delta's faculty salaries not only with all the other community colleges in the state but with colleges more comparable to Delta in size and other physical, administrative, and educational characteristics.

2. To try to take account of the wide variation in cost of living among California's 70 community college districts (CCCD'S), and the substantial effect this has on the purchasing power of a given salary. In Los Angeles or San Francisco, $45,000 is, effectively, a significantly lower salary than it is in Marysville or Eureka.

3. To be able to relate community college salaries to some measure of productivity.

Those who have worked on these problems know that data for dealing with them are not readily available. Fortunately, our efforts ultimately led to fairly good solutions to all three.

METHODOLOGY

1. Selecting Comparable Colleges

On the issue of *comparability* we used two methods:

First, a group of 12 districts judged to be generally comparable to Delta had been developed by the SJDC faculty and administration as part of an earlier year's salary negotiation procedure. The 12, referred to throughout this report as the "SJDC Group," are:

1. Cerritos
2. Coast
3. Foothill-DeAnza
4. Los Rios
5. Mt. San Antonio
6. San Bernadino
7. San Jose
8. San Mateo
9. South County
10. State Center
11. West Valley
12. Yosemite

We used these 12 as one comparison group, but because it was not based directly on objective district data, we sought another.

Second, therefore, we utilized the method and data employed by the Chancellor's Office for determining comparability in the administration of the "50% Law." California law requires each community college to spend at least 50% of its annual budget on the salaries of classroom instructors. Districts failing to do so can request an exemption on the grounds of serious economic hardship, or by demonstrating that their instructors" salaries are higher than those of *comparable* districts.

To administer the 50% law and approve or disapprove requests for exemptions, the Chancellor's Office has developed a formal, quantitative method for identifying comparable districts. It is based on 12 factors, data on which are obtained through routine data collections from the colleges.

The 12 factors are:

1. **Attendance ADA**. A measure of district size in terms of ADA.

2. **Ratio of part time weekly faculty contact hours (WFCH) to total WFCH**. Measures a district's dependence on part time faculty (traditionally lower paid).

3. **Ratio of state and local revenue to the current expense of education (CEE)**. Measures the sufficiency of resources.

4. **Ratio of state and local revenue to total revenue**. Addresses dependence on other sources of funds.

5. **Ratio of attendance ADA to the district's adult population**. Measures the degree to which the community is being served by the district.

6. **Ratio of weekly student contact hours (WSCH) to WFCH**. Measures faculty workload.

7. **Ratio of part time students to total students**. Measures the proportion of part-time to total students as an indicator of additional student related administrative costs.

8. **Ratio of credit ADA to attendance ADA**. Measures the program cost mix or the emphasis placed on credit courses (typically more costly).

9. **Ratio of student support activities costs to credit students**. Measures the investment in student services.

10. **Ratio of assignable square feet (ASF) per attendance ADA**. Measures the utilization of facilities.

11. **Ratio of ASF to total square feet**. Quantifies the design efficiency of the facilities.

12. **Ratio of plant maintenance and operation costs per attendance ADA**. Measures the design cost effectiveness of the facilities.

In order to determine which districts are most comparable to a district requesting an exemption, that district's score on each of the 12 factors is divided into the scores of all other districts. This produces a discrepancy score for each of the 12 factors. These are then averaged to produce an overall discrepancy score. Those districts with the lowest average discrepancy scores are the most comparable to the district requesting the exemption.

We secured from the Chancellor's Office the data on all 12 factors for all 70 CCCD'S and the detailed methodology for computing the discrepancy factors and averages.

When the calculations are carried out, the following 14 districts emerge as the most comparable to Delta College. Fourteen were selected because of a natural break at that point in the distribution of the average discrepancy scores. They are referred to throughout this report as the "12 Factor Group."

Cabrillo
Cerritos
Chaffey
El Camino
Los Rios
Peralta
Rio Hondo
San Jose
San Mateo
Shasta
Solano
South County
Southwestern
State Center

Six districts are common to both groups: Cerritos, Los Rios, San Jose, San Mateo, South County, and State Center.

The Chancellor's Office technique for selecting comparable colleges can doubtless be improved, but it has a number of things to recommend it.

First, it is based on a broad base of comparable, quantitative data that reflect the variations in fiscal, administrative, and educational characteristics of California's community colleges.

Second, it has gained an accepted and official status with the Chancellor's Office, the Department of Finance, and the Legislature in their judgments and decisions about compliance with the 50% Law and that law's concern with the adequacy and comparability of instructor salaries.

Third, it is based on comparable data that are routinely collected, and its continued use will not impose any new data burdens on the community colleges.

In addition to the 70 CCCD's and the two smaller comparison groups, we also secured the data that made it possible to compare Delta's faculty salaries with those in California's major four year post secondary institutions.

2. Measuring the Cost of Living

We believed it would be particularly valuable to our analysis if we could find a way to adjust community college salaries for the varying cost of living among community college districts, but there are no readily available data on the cost of living as such.

The Consumer Price Index (CPI) provides self-anchored indications of change over time. It does not provide the means to compare dollar costs in different locales.

We examined several proxy measures, such as average house costs, etc., but apart from their other inadequacies, they are available only for a limited number of large regions in the state.

It seemed unlikely we would be able to find any data on the current cost of living, and even more unlikely that any such data which did exist would be available for the unusual geographic unit of community college districts.

However, in our search we found that the National Planning Data Corporation has extensive and updated consumer expenditure data (derived from the Department of Labor's CPI-related "market basket" surveys) which are available for all major geographic units, including zip codes; *and* we found that the Department of Finance had developed a computer file which matches all California community college districts with their constituent zip codes.

We acquired and combined these two data sets for our two groups of comparable districts, and produced a means of adjusting community college salaries for the cost of living that prevails in each district.

The cost of living adjustments are based on 47 categories of consumer expenditure data (e.g., food, housing, apparel, home furnishings and appliances, education, entertainment, transportation, insurance, health care, etc.) collected by the Census Bureau for the Department of Labor's regular Consumer Expenditure Surveys. They cover 95% of household expenditures.

3. Measuring Productivity

Of all our efforts in this study to construct indices and obtain data for them, developing a measure of faculty productivity presented the most resistant problems.

Our aims were modest. We did not aspire to develop an indicator that would measure the educational and intellectual qualities of faculty work or its effects on student learning and motivation. Success in devising such measures--much less collecting statewide data on them--has been elusive.

and until such time as this major measurement problem has been solved, it will remain common practice to use more general work load statistics to provide some indication of faculty productivity.

But even using the more limited definition of productivity, the existing indicators and the data underlying them suffer from such deficiencies that we were forced to discard several of our initial efforts.

It is important to keep in mind that we are talking about two types of productivity: (1) *load* and (2) *cost effectiveness*. Teaching more students with fewer faculty hours can be said to be more productive in the load sense. Carrying higher loads at lower cost is more cost effective.

After trying several alternatives, we reluctantly concluded that we could not produce an acceptably valid measure of faculty load because of definition or data quality problems in the Chancellor's Office MIS data. Weekly Student Contact Hours (WSCH) does not include non-credit and positive attendance hours. Weekly Faculty Contact Hours (WFCH) is appropriately inclusive but is subject to bad reporting procedures by many if not most CCCD's (standard hour requirements rather than actual teaching hours are reported). Average Faculty Salaries do not include part time instructors.

Consequently, we chose to use only an index of cost effectiveness, which is Total Cost of Instructors' Salaries/ADA. Because they are used for fund allocation and compliance purposes, and are audited, both these measures have high validity.

FINDINGS

I. The Statewide Comparisons

Throughout this report, we make comparisons at three levels or ranks:

(1) minimum salary with an M.A.;

(2) maximum salary without a doctorate; and

(3) maximum salary with a doctorate.

The maximum salaries do not include longevity increases.

As shown in Table 1, when compared with the other CCCD's, Delta's faculty salaries rank third or fourth in the state.

Delta's salaries are 16%, 12%, and 13% higher than the state averages for the three levels, respectively.

TABLE 1
Minimum and Maximum Salaries, By Academic Degree, for All 70 California Community College Districts, 88-89

RANK	DISTRICT	MIN SALARY WITH M.A.	DISTRICT	MAX SALARY W/O DOCTORATE	DISTRICT	MAX SALARY W/DOCTORATE
1	West Kern	30,878	Saddleback	60,250	Saddleback	61,250
2	Lake Tahoe	30,318	Palomar	51,275	Palomar	52,225
3	Sequoias	29,500	Marin	50,636	SAN JOAQUIN DELTA	51,889
4	SAN JOAQUIN DELTA	29,268	SAN JOAQUIN DELTA	50,259	Marin	51,484
5	Foothill	28,403	Foothill	49,573	Santa Monica	50,966
6	El Camino	28,038	Cerritos	49,508	Cerritos	50,942
7	West Valley	28,037	Santa Monica	49,360	Sequoias	50,862
8	Southwestern	27,168	Sequoias	49,062	El Camino	50,427
9	Yosemite	27,108	El Camino	48,624	Foothill	49,573
10	Santa Monica	27,021	Southwestern	47,706	Long Beach	49,382
11	Marin	26,883	Mt San Antonio	47,650	Southwestern	49,206
12	Rio Hondo	26,792	Glendale	47,623	South County	49,116
13	Contra Costa	26,760	Grossmont	47,486	Rio Hondo	48,962
14	Sonoma	26,750	Rancho Santiago	47,476	Rancho Santiago	48,845
15	Cerritos	26,572	Rio Hondo	47,468	Glendale	48,703
16	Long Beach	26,247	Sonoma	47,450	Grossmont	48,377
17	Rancho Santiago	26,228	South County	47,220	Contra Costa	48,372
18	Fremont	26,104	Long Beach	47,167	Sonoma	48,350
19	Mt San Antonio	26,065	Contra Costa	47,004	San Mateo*	48,039
20	Saddleback	25,908	Santa Clarita	46,870	Ventura	47,997
21	Glendale	25,811	San Jose	46,657	North Orange	47,996
22	Ventura	25,755	North Orange	46,210	Santa Clarita	47,660
23	West Hills	25,489	Citrus	46,109	Mt San Antonio	47,650
24	San Francisco	25,481	West Valley	45,714	Citrus	47,626
25	South County	25,476	Ventura	45,656	San Jose	47,440
26	Butte	25,475	West Kern	45,499	Fremont	46,678
27	Palomar	25,466	Fremont	45,470	West Valley	46,626
28	San Jose	25,428	San Mateo*	45,269	Riverside*	46,594
29	Gavilan	25,409	Riverside*	45,097	West Kern	46,499
30	Yuba	25,328	Yuba	44,995	Yuba	46,495
31	Citrus	25,213	Lake Tahoe	44,970	Hartnell	46,298
32	State Center	25,194	San Luis Obispo	44,924	San Luis Obispo	46,281
33	Victor Valley	25,104	Hartnell	44,878	Butte	46,229
34	Santa Clarita	24,970	Gavilan	44,861	Gavilan	45,911
35	Sierra	24,934	Sierra	44,859	Merced	45,901
36	Hartnell	24,930	Butte	44,685	Mt San Jacinto	45,884
37	Mira Costa	24,897	Mt San Jacinto	44,413	Santa Barbara	45,480
38	Redwoods	24,875	Santa Barbara	44,280	Coast	45,325
39	Riverside*	24,856	Redwoods	44,181	Palo Verde	45,318
40	Merced	24,854	State Center	44,019	Mira Costa	45,248
41	Santa Barbara	24,815	Mira Costa	43,998	Kern	45,239
42	Coast	24,772	Los Angeles	43,890	Lake Tahoe	44,970
43	San Bernadino*	24,648	Coast	43,763	State Center	44,902
44	Los Angeles	24,610	Palo Verde	43,743	Sierra	44,859
45	Antelope Valley	24,573	Victor Valley	43,687	Los Angeles	44,820
46	San Luis Obispo	24,488	Antelope Valley	43,595	Pasadena	44,810
47	San Mateo*	24,447	Merced	43,489	Yosemite	44,726
48	North Orange	24,290	San Diego	43,240	Redwoods	44,681
49	Los Rios	24,253	Yosemite	43,214	Antelope Valley	44,599
50	Imperial	24,250	Kern	42,609	San Diego	44,590
51	Kern	24,223	Desert	42,450	Los Rios	44,456
52	Mt San Jacinto	24,139	West Hills	42,449	West Hills	44,249
53	Solano*	24,120	San Bernadino*	42,373	Desert	44,221
54	Desert	24,056	Los Rios	42,335	San Bernadino*	43,752
55	Grossmont	24,053	Imperial	42,105	Victor Valle	43,687
56	Shasta	23,877	Pasadena	41,945	Imperial	43,405
57	Cabrillo	23,779	San Francisco	41,945	Siskiyou	43,144
58	Monterey Peninsula	23,738	Siskiyou	41,944	Solano*	43,060
59	Chaffey	23,693	Solano*	41,760	Shasta	42,409
60	San Diego	23,660	Allan Hancock	41340	Allan Hancock	42,344
61	Pasadena	23,326	Shasta	41,111	Cabrillo	42,179
62	Siskiyou	23,273	Lassen	40,684	San Francisco	41,945
63	Allan Hancock	23,163	Cabrillo	40,535	Mendocino	41,318
64	Mendocino	22,742	Napa*	40,307	Lassen	41,184
65	Lassen	22,654	Mendocino	40,157	Monterey Pen	41,102
66	Napa*	21,971	Monterey Peninsula	39,677	Chaffey	40,858
67	Palo Verde	21,825	Chaffey	39,378	Napa*	40,307
68	Barstow*	21,432	Peralta	39,140	Barstow*	39,232
69	Compton*	20,285	Barstow*	38,432	Peralta	39,140
70	Peralta	19,562	Compton*	35,744	Compton*	36,744
	STATE AVERAGE	25,139	STATE AVERAGE	44,764	STATE AVERAGE	46,015

*Still negotiating as of 4/89; salary figures are 87-88.

At the minimum/M.A. level, Delta's salary of $29,268 is the fourth highest in the state, 5% less than the top salary of $30,878 paid by West Kern, and 50% higher than the $19,562 paid at Peralta, the lowest ranking district.

At the maximum w/o a doctorate level, Delta's $50,259 is fourth in the state, 17% below the $60,250 paid by top ranked Saddleback, and 41% above the $35,744 paid by Compton at the bottom.

At the maximum with a doctorate level, Delta's $51,889 ranks third in the state, 15% below top ranked Saddleback's $61,250, and 41% higher than the $36,744 salary paid at bottom ranked Compton.

II. Comparisons With More Comparable Districts

California's community colleges are widely varying institutions--in size, student composition, physical plants, administrative styles, and curricular emphases. Therefore, while the statewide comparisons are informative, it is more useful to compare Delta's salaries with those of more comparable colleges. The question is, how should this be done?

As described above in the **Methodology** section, we utilize two comparison groups: (1) 12 districts selected jointly by the SJDC administration and faculty as part of an earlier year's salary negotiation procedure (the "SJDC Group"); and (2) 14 districts selected by means of the Chancellor's Office 12 factor procedure for identifying comparable districts (the "12 Factor Group").

Tables 2 and 3 present the results of this analysis. When compared to these more comparable districts, Delta ranks first. This is the case in both comparison groups and at all three levels.

When compared to the three levels of the higher paying SJDC group, Delta's salaries are, respectively, 13%, 10%, and 11% higher (Table 2).

When compared to the more functionally similar 12 Factor Group, Delta's margin is larger: 18%, 13%, and 13% higher at the three levels (Table 3).

The margin by which Delta's salaries exceed those of the individual districts making up the two comparison groups ranges from a low of 1% (Foothill) to a high of 50% (Peralta).

III. Adjusting for the Cost of Living

As contrasted to the statewide comparison with all CCCD's shown in Table 1, the comparisons with more educationally and administratively comparable institutions (Tables 2 and 3) are more meaningful. However, even these comparisons do not take into account the large differences in the cost of

TABLE 2
Delta College's Faculty Salaries Compared With Those Of The SJDC GROUP, 88-89

RANK	DISTRICT	MIN SAL W/M.A.	% SJDC GREATER	DISTRICT	MAX SAL W/O DOCTORATE	% SJDC GREATER	DISTRICT	MAX SAL W/DOCTORATE	% SJDC GREATER
1	**S. J. DELTA**	**29,268**	--	**S. J. DELTA**	**50,259**	--	**S. J. DELTA**	**51,889**	--
2	Foothill	28,403	3%	Foothill	49,573	1%	Cerritos	50,942	2%
3	West Valley	28,037	4%	Cerritos	49,508	2%	Foothill	49,573	5%
4	Yosemite	27,108	8%	Mt San Antonio	47,650	5%	South County	49,116	6%
5	Cerritos	26,572	10%	South County	47,220	6%	San Mateo*	48,039	8%
6	Mt San Antonio	26,065	12%	San Jose	46,657	8%	Mt San Antonio	47,650	9%
7	South County	25,476	15%	West Valley	45,714	10%	San Jose	47,440	9%
8	San Jose	25,428	15%	San Mateo*	45,269	11%	West Valley	46,626	11%
9	State Center	25,194	16%	State Center	44,019	14%	Coast	45,325	14%
10	Coast	24,772	18%	Coast	43,763	15%	State Center	44,902	16%
11	San Bernadino*	24,648	19%	Yosemite	43,214	16%	Yosemite	44,726	16%
12	San Mateo*	24,447	20%	San Bernadino*	42,373	19%	Los Rios	44,456	17%
13	Los Rios	24,253	21%	Los Rios	42,335	19%	San Bernadino*	43,752	19%
	SJDC GROUP AVERAGE	**25,867**	**13%**		**45,608**	**10%**		**46,879**	**11%**

*Still negotiating as of 4/89; salary figures are 88-89.

TABLE 3
Delta College's Faculty Salaries Compared
With Those Of The 12 FACTOR GROUP, 88-89

RANK	DISTRICT	MIN SAL W/M.A.	% SJDC GREATER	DISTRICT	MAX SAL W/O DOCTORATE	% SJDC GREATER	DISTRICT	MAX SAL W/DOCTORATE	% SJDC GREATER
1	**S. J. DELTA**	**29,268**	--	**S. J. DELTA**	**50,259**	--	**S. J. DELTA**	**51,889**	--
2	El Camino	28,038	4%	Cerritos	49,508	2%	Cerritos	50,942	2%
3	Southwestern	27,168	8%	El Camino	48,624	3%	El Camino	50,427	3%
4	Rio Hondo	26,792	9%	Southwestern	47,706	5%	Southwestern	49,206	5%
5	Cerritos	26,572	10%	Rio Hondo	47,468	6%	South County	49,116	6%
6	South County	25,476	15%	South County	47,220	6%	Rio Hondo	48,962	6%
7	San Jose	25,428	15%	San Jose	46,657	8%	San Mateo*	48,039	8%
8	State Center	25,194	16%	San Mateo*	45,269	11%	San Jose	47,440	9%
9	San Mateo*	24,447	20%	State Center	44,019	14%	State Center	44,902	16%
10	Los Rios	24,253	21%	Los Rios	42,335	19%	Los Rios	44,456	17%
11	Solano*	24,120	21%	Solano*	41,760	20%	Solano*	43,060	21%
12	Shasta	23,877	23%	Shasta	41,111	22%	Shasta	42,409	22%
13	Cabrillo	23,779	23%	Cabrillo	40,535	24%	Cabrillo	42,179	23%
14	Chaffey	23,693	24%	Chaffey	39,378	28%	Chaffey	40,858	27%
15	Peralta	19,562	50%	Peralta	39,140	28%	Peralta	39,140	33%
	SJDC GROUP AVERAGE	**24,886**	**18%**		**44,338**	**13%**		**45,795**	**13%**

*Still negotiating as of 4/89; salary figures are 88-89.

living that prevail among the districts. They therefore compare salaries that have widely differing purchasing power in their respective locales.

As noted above, we were able to devise a technique and secure the necessary data to adjust for cost of living differences among the districts in the two comparison groups. (See the detailed discussion the **Methodology** section.)

The adjusted comparisons of Delta's salaries with those of the two comparison groups are shown in Tables 4 through 9.

The data in these tables show the dramatic effects that regional variations in the cost of living throughout California have on the purchasing power of salaries in the different community college districts.

As was the case in the unadjusted comparisons, Delta pays the highest salaries. This is true at all three levels in both comparison groups.

Across the three rank levels, adjustment in both comparison groups for the cost of living effectively increases Delta's salaries by 4% to 11%.

When the gross salaries are adjusted to take into account the quite different cost of living in the districts, some districts gain while others lose. Delta's margin of superiority over both comparison groups increases substantially.

As we noted above, even in the higher paying SJDC Group, Delta's *gross* salaries at the three levels are 13%, 10%, and 11% higher, respectively. But after the salaries are adjusted for cost of living differences, those margins increase to 27%, 18%, and 18% (Tables 4, 5, and 6).

In the 12 Factor Group, the pattern is the same but the differences are larger still. The gross salary advantages of 18%, 13%, and 13% at the three levels increase to 25%, 18%, and 17%.

Looking at the individual districts which comprise the two comparison groups, when salaries are adjusted for cost of living differences, Delta's margin of superiority ranges from 2% (Cerritos) to 48% (San Mateo).

As shown in the far right column of Tables 4 through 9, which indicates the effect of the cost of living adjustment, there are some dramatic individual examples:

> At the minimum/M.A. level, a $25,194 salary in the State Center District in Fresno is worth $27,756, or 10% more, after adjustment for cost of living. But in the San Jose District, a similar $25,428 salary is worth only $21,986, 14% less (Table 4).

> At the maximum w/o a doctorate level the effects of adjusting for the cost of living are smaller because the adjustment constitutes a smaller proportion of a larger income, but they are still significant. An

Table 4

Minimum Salaries With an M.A. For Delta College and the SJDC COMPARISON GROUP, Adjusted for Cost of Living

	Min. Gross Salary w/ M.A.	% SJDC Greater	Salary Adjusted for Avg. Cost of Living*	% SJDC Greater	Effect of C.O.L. Adj.
San Joaquin Delta	**$29,268**	--	**$31,070**	--	**6%**
Yosemite	27,108	8%	29,628	5%	9%
State Center	25,194	16%	27,756	12%	10%
San Bernadino	24,648	19%	26,435	18%	7%
Cerritos	26,572	10%	25,525	22%	-4%
Los Rios	24,253	21%	25,083	24%	3%
Mt San Antonio	26,065	12%	23,918	30%	-8%
West Valley	28,037	4%	23,715	31%	-15%
Foothill	28,403	3%	23,648	31%	-17%
South County	25,476	15%	23,295	33%	-9%
San Jose	25,428	15%	21,986	41%	-14%
Coast	24,772	18%	21,704	43%	-12%
San Mateo	24,447	20%	21,053	48%	-14%
Avg. of Comparison Gp.	**$25,867**	**13%**	**$24,479**	**27%**	

* The adjusted salaries are obtained by first adding or subtracting the average annual household cost of living for the state ($22,637) from the cost of living in each district. Then, this figure is added to or subtracted from the gross salary in that district.

That is:
Sa = Sg+(Cm - Cd)
where:
Sa = Adjusted Salary
Sg = Gross Salary
Cm = Average cost of living in the state
Cd = District cost of living

Table 5

Maximum Salaries Without a Doctorate For Delta College and the SJDC COMPARISON GROUP, Adjusted for Cost of Living

	Max. Gross Salary w/o Doctorate	% SJDC Greater	Salary Adjusted for Avg. Cost of Living*	% SJDC Greater	Effect of C.O.L. Adj.
San Joaquin Delta	**$50,259**	--	**$52,061**	--	**4%**
Cerritos	49,508	2%	48,461	7%	-2%
State Center	44,019	14%	46,581	12%	6%
Yosemite	43,214	16%	45,734	14%	6%
Mt San Antonio	47,650	5%	45,503	14%	-5%
South County	47,220	6%	45,039	16%	-5%
Foothill	49,573	1%	44,818	16%	-10%
San Bernadino	42,373	19%	44,160	18%	4%
San Jose	46,657	8%	43,215	20%	-7%
Los Rios	42,335	19%	43,165	21%	2%
San Mateo	45,269	11%	41,875	24%	-7%
West Valley	45,714	10%	41,392	26%	-9%
Coast	43,763	15%	40,695	28%	-7%
Avg. of Comparison Gp.	**$45,608**	**10%**	**$44,220**	**18%**	

* The adjusted salaries are obtained by first adding or subtracting the average annual household cost of living for the state ($22,637) from the cost of living in each district. Then, this figure is added to or subtracted from the gross salary in that district.

That is:
Sa = Sg+(Cm - Cd)
where:
Sa = Adjusted Salary
Sg = Gross Salary
Cm = Average cost of living in the state
Cd = District cost of living

Table 6

Maximum Salaries With a Doctorate For Delta College and the SJDC COMPARISON GROUP, Adjusted for Cost of Living

	Max. Gross Salary w/ Doctorate	% SJDC Greater	Salary Adjusted for Avg. Cost of Living*	% SJDC Greater	Effect of C.O.L. Adj
San Joaquin Delta	**$51,889**	--	**$53,691**	--	3%
Cerritos	50,942	2%	49,895	8%	-2%
State Center	44,902	16%	47,464	13%	6%
Yosemite	44,726	16%	47,246	14%	6%
South County	49,116	6%	46,935	14%	-4%
San Bernadino	43,752	19%	45,539	18%	4%
Mt San Antonio	47,650	9%	45,503	18%	-5%
Los Rios	44,456	17%	45,286	19%	2%
Foothill	49,573	5%	44,818	20%	-10%
San Mateo	48,039	8%	44,645	20%	-7%
San Jose	47,440	9%	43,998	22%	-7%
West Valley	46,626	11%	42,304	27%	-9%
Coast	45,325	14%	42,257	27%	-7%
Avg. of Comparison Gp.	**$46,879**	**11%**	**$45,491**	**18%**	

* The adjusted salaries are obtained by first adding or subtracting the average annual household cost of living for the state ($22,637) from the cost of living in each district. Then, this figure is added to or subtracted from the gross salary in that district.

That is:
Sa = Sg+(Cm - Cd)
where:
Sa = Adjusted Salary
Sg = Gross Salary
Cm = Average cost of living in the state
Cd = District cost of living

Table 7

Minimum Salaries With an M.A. For Delta College and the 12 FACTOR COMPARISON GROUP, Adjusted for Cost of Living

	Min. Gross Salary w/M.A.	% SJDC Greater	Salary Adjusted for Avg. Cost of Living*	% SJDC Greater	Effect of C.O.L. Adj.
San Joaquin Delta	**$29,268**	--	**$31,070**	--	**6%**
Southwestern	27,168	8%	28,859	8%	6%
State Center	25,194	16%	27,756	12%	10%
Shasta	23,877	23%	27,586	13%	16%
Rio Hondo	26,792	9%	27,297	14%	2%
El Camino	28,038	4%	26,633	17%	-5%
Cerritos	26,572	10%	25,525	22%	-4%
Los Rios	24,253	21%	25,083	24%	3%
Cabrillo	23,779	23%	24,699	26%	4%
Solano	24,120	21%	23,880	30%	-1%
South County	25,476	15%	23,295	33%	-9%
Chaffey	23,693	24%	22,489	38%	-5%
San Jose	25,428	15%	21,986	41%	-14%
Peralta	19,562	50%	21,528	44%	10%
San Mateo	24,447	20%	21,053	48%	-14%
Avg. of Comparison Gp.	**$24,886**	**18%**	**$24,834**	**25%**	

* The adjusted salaries are obtained by first adding or subtracting the average annual household cost of living for the state ($22,637) from the cost of living in each district. Then, this figure is added to or subtracted from the gross salary in that district.

That is:
Sa = Sg+(Cm - Cd)
where:
Sa = Adjusted Salary
Sg = Gross Salary
Cm = Average cost of living in the state
Cd = District cost of living

Table 8

Maximum Salaries Without a Doctorate For Delta College and the 12 FACTOR COMPARISON GROUP, Adjusted for Cost of Living

	Max. Gross Salary w/o Doctorate	% SJDC Greater	Salary Adjusted for Avg. Cost of Living*	% SJDC Greater	Effect of C.O.L. Adj.
San Joaquin Delta	**$50,259**	--	**$52,061**	--	**4%**
Southwestern	47,706	5%	49,397	5%	4%
Cerritos	49,508	2%	48,461	7%	-2%
Rio Hondo	47,468	6%	47,973	9%	1%
El Camino	48,624	3%	47,219	10%	-3%
State Center	44,019	14%	46,581	12%	6%
South County	47,220	6%	45,039	16%	-5%
Shasta	41,111	22%	44,820	16%	9%
San Jose	46,657	8%	43,215	20%	-7%
Los Rios	42,335	19%	43,165	21%	2%
San Mateo	45,269	11%	41,875	24%	-7%
Solano	41,760	20%	41,520	25%	-1%
Cabrillo	40,535	24%	41,455	26%	2%
Peralta	39,140	28%	41,106	27%	5%
Chaffey	39,378	28%	38,174	36%	-3%
Avg. of Comparison Gp.	**$44,338**	**13%**	**$44,286**	**18%**	

* The adjusted salaries are obtained by first adding or subtracting the average annual household cost of living for the state ($22,637) from the cost of living in each district. Then, this figure is added to or subtracted from the gross salary in that district.

That is:
Sa = Sg+(Cm - Cd)
where:
Sa = Adjusted Salary
Sg = Gross Salary
Cm = Average cost of living in the state
Cd = District cost of living

Table 9

Maximum Salaries With a Doctorate For Delta College and the 12 FACTOR COMPARISON GROUP, Adjusted for Cost of Living

	Max. Gross Salary w/ Doctorate	% SJDC Greater	Salary Adjusted for Avg. Cost of Living	% SJDC Greater	Effect of C.O.L. Adj.
San Joaquin Delta	**$51,889**	--	**$53,691**	--	3%
Southwestern	49,206	5%	50,897	5%	3%
Cerritos	50,942	2%	49,895	8%	-2%
Rio Hondo	48,962	6%	49,467	9%	1%
El Camino	50,427	3%	49,022	10%	-3%
State Center	44,902	16%	47,464	13%	6%
South County	49,116	6%	46,935	14%	-4%
Shasta	42,409	22%	46,118	16%	9%
Los Rios	44,456	17%	45,286	19%	2%
San Mateo	48,039	8%	44,645	20%	-7%
San Jose	47,440	9%	43,998	22%	-7%
Cabrillo	42,179	23%	43,099	25%	2%
Solano	43,060	21%	42,820	25%	-1%
Peralta	39,140	33%	41,106	31%	5%
Chaffey	40,858	27%	39,654	35%	-3%
Avg. of Comparison Gp.	**$45,795**	**13%**	**$45,743**	**17%**	

* The adjusted salaries are obtained by first adding or subtracting the average annual household cost of living the state ($22,637) from the cost of living in each district. Then, this figure is added to or subtracted from the gross salary in that district.

That is:
Sa = Sg+(Cm - Cd)
where:
Sa = Adjusted Salary
Sg = Gross Salary
Cm = Average cost of living in the state
Cd = District cost of living

interesting comparison (in Table 8) is the three districts of Shasta, San Mateo, and Solano, all of which have, in one way or another, a salary of about $41,000. Shasta's $41,111 salary before adjustment is worth $44,820 after adjustment, 9% more. But in the San Mateo District, it takes $45,269 salary before adjustment to equal $41,875 after adjustment, down 7%. In the Solano district, with an average cost of living, there is little change; $41,760 is worth $41,520.

> If, as a beginning faculty member at Shasta earning $23,877, you were to accept a $4,161 raise to go to El Camino which pays $28,038, you would find that in purchasing power you had, in fact, agreed to take a $953 cut. After adjustment for cost of living, Shasta's $23,877 is worth $27,586, whereas El Camino's $28,038 is worth only $26,633 (Table 7).

IV. Fringe Benefits

On first examination, Delta's substantial advantage over the other CCCD's in salaries does not appear to carry over to the area of fringe benefits.

Table 10 displays the rank order of all 70 CCCD's on the *dollar cost of their fringe benefits packages*. On a strict rank order basis, Delta is slightly below the middle at rank 38, well below its top or near-the-top position when the comparison is made on salaries alone (Table 1).

When the comparison is made in actual dollars (as opposed to rank position), the outcome is essentially the same. Delta's $4,176 benefits package is 4% below the state average of $4,337. It's benefits are 50% greater than those received at bottom ranked San Francisco, but 56% less than those at top-ranked Solano.

Delta's relative standing is not improved when it is compared with the two comparison groups, *or* when cost of living adjustments are applied to medical and life insurance.

Tables 11 and 12 present both gross and cost adjusted dollar values of the benefits packages for the SJDC and 12 Factor Comparison Groups. In both groups Delta is slightly below average; and adjustments for cost of living variations do not change that finding substantially. Delta's benefits are the order of 40% above the bottom ranked districts in the two comparison groups, and 30% to 35% below those at the top.

These findings seem clear enough. Nevertheless, we were concerned that, though it would seem that a dollar should buy a comparable amount of benefits in different districts (subject to cost of living differences, which have been adjusted), that might not be the case. Some districts' packages might provide greater benefits for the (adjusted) dollar than others. If so, the comparisons we have made here—which are based on the dollar cost of

TABLE 10

Fringe Benefits for All California Community College Districts, 88-89

RANK	DISTRICT	FRINGE BENEFITS (IN $'s)
1	Solano	6,527
2	Peralta	6,005
3	Foothill	5,946
4	Glendale	5,760
5	Pasadena	5,517
6	Allan Hancock	5,459
7	Coast	5,454
8	Barstow*	5,296
9	Rio Hondo	5,272
10	South County	5,251
11	Mt San Jacinto	5,250
12	El Camino	5,213
13	Riverside*	5,208
14	Long Beach	5,192
15	San Jose	5,127
16	Citrus	5,084
17	Antelope Valley	5,035
18	Marin	5,023
19	Saddleback	4,960
20	Desert	4,883
21	Hartnell	4,820
22	Imperial	4,787
23	San Mateo*	4,781
24	Yuba	4,748
25	Santa Monica	4,748
26	Cerritos	4,634
27	West Hills	4,631
28	Ventura	4,579
29	Yosemite	4,558
30	Monterey Pen	4,540
31	Lake Tahoe	4,504
32	Rancho Santiago	4,468
33	Shasta	4,418
34	Contra Costa	4,402
35	Grossmont	4,300
36	Merced	4,255
37	Los Angeles	4,222
38	SAN JOAQUIN DELTA	4,176
39	Palo Verde	4,121
40	Mira Costa	4,095
41	Sierra	4,078
42	West Valley	4,038
43	Sonoma	4,030
44	Fremont	3,943
45	State Center	3,892
46	Kern	3,886
47	San Luis Obispo	3,862
48	West Kern	3,822
49	North Orange	3,802
50	Napa*	3,798
51	Victor Valle	3,780
52	Redwoods	3,733
53	Lassen	3,729
54	San Bernadino*	3,666
55	Santa Clarita	3,641
56	San Diego	3,614
57	Sequoias	3,585
58	Chaffey	3,579
59	Siskiyou	3,550
60	Southwestern	3,500
61	Cabrillo	3,471
62	Mt San Antonio	3,413
63	Gavilan	3,373
64	Butte	3,352
65	Compton*	3,260
66	Palomar	3,107
67	Mendocino	3,024
68	Los Rios	2,919
69	Santa Barbara	2,800
70	San Francisco	2,098
	STATE AVERAGE	4,337

*Still negotiating as of 4/1/89; figures are 87-88.

Table 11

Benefits Provided in the SJDC COMPARISON GROUP,
Adjusted for Average Annual Medical/Life Insurance Expenses

	District Benefits	% SDJC Greater	Benefits Adjusted for Avg. Med/Ins Expenses*	% SDJC Greater
Foothill	$5,946	-30	$5,694	-26
Coast	5,454	-23	$5,286	-20
South County	5,251	-20	$5,105	-17
San Jose	5,127	-19	$4,986	-15
Yosemite	4,558	-8	$4,613	-9
Cerritos	4,634	-10	$4,554	-7
San Mateo	4,781	-13	$4,551	-7
San Joaquin Delta	**4,176**	--	**$4,212**	--
State Center	3,892	7	$3,964	6
West Valley	4,038	3	$3,812	10
San Bernadino	3,666	14	$3,712	13
Mt. San Antonio	3,413	22	$3,321	26
Los Rios	2,919	43	$2,924	44
Average of Comparison Gp.	**$4,473**	**-7**	**$4,377**	**-4**

* The adjusted benefits figures are obtained by first adding or subtracting the average annual medical and life insurance expenses for the state of California ($1,285) from the medical and life insurance expenses in the individual district. Then, this figure is added or subtracted from the benefets in that district.

That is:

Ba = Bg + (MDm - MDd)

where:

Ba = Adjusted Benefits

Bg = Gross Benefits

MDm = Average medical expenses in the state

MDd = District medical expenses

Table 12

Benefits Provided in the 12 FACTOR COMPARISON GROUP, Adjusted for Average Annual Medical/Life Insurance Expenses

District	District Benefits	% SDJC Greater	Benefits Adjusted for Avg. Med/Ins Expenses*	% SJDC Greater
Solano	$6,527	-36	$6,507	-35
Peralta	6,005	-30	$6,072	-30
Rio Hondo	5,272	-21	$5,266	-20
El Camino	5,213	-20	$5,155	-18
South County	5,251	-20	$5,105	-17
San Jose	5,127	-19	$4,986	-15
Cerritos	4,634	-10	$4,554	-7
San Mateo	4,781	-13	$4,551	-7
Shasta	4,418	-5	$4,500	-6
San Joaquin Delta	**4,176**	--	**$4,212**	--
State Center	3,892	7	$3,964	6
Southwestern	3,500	19	$3,561	18
Chaffey	3,579	17	$3,536	19
Cabrillo	3,471	20	$3,482	21
Los Rios	2,919	43	$2,924	44
Avg. of Comparison Gp.	**$4,614**	**-9**	**$4,583**	**-8**

* The adjusted benefits figures are obtained by first adding or subtracting the average annual medical and life insurance expenses for the state of California ($1,285) from th medical and life insurance expenses in the individual district. Then, this figure is added subtracted from the benefits received in that district.

That is:

Ba = Bg + (MDm- MDd)

where:

Ba = Adjusted Benefits

Bg = Gross Benefits

MDm = Average medical expenses in the state

MDd= District medical expenses

the benefit packages—could be misleading. Therefore, we carried out a detailed content analysis of a selected group of districts' benefit packages to determine their precise comparability.

This analysis consisted of collecting detailed information from seven districts whose benefit packages had a significantly higher dollar value (after adjustment for cost of living differences) than Delta's.

The general outcome of this analysis was that the Delta package, while costing less, appears to provide equal or greater services and benefits than those which cost more.

In the area of medical insurance, for example, which is the most costly component of the total benefits package, Delta's maximum limit, deductible, co-payment, and prescription coverage are all equal to or better than those of the other seven higher cost packages.

In the areas of dental care, vision care, and life insurance, Delta's provisions are roughly comparable to those of the other seven comparison districts. On long term disability, however, Delta's package provides less extensive coverage than those of the other districts.

V. Salaries Plus Benefits

Table 13 shows the 70 CCCD's ranked by salaries *plus* benefits. Delta's relative standing is the same as when the districts are ranked on salaries alone--third or fourth depending on rank (Table 1). This is so because salaries make up about 85% to 95% of the total, and therefore dominate the much smaller contribution made by benefits.

Delta's salary-plus-benefits totals are 11% to 13% above the state average, depending on rank, only slight less than the 12% to 16% margin of superiority that obtains when the comparison is made on salaries alone (Table 1).

VI. Comparisons with Four Year Institutions

We have compared Delta's salaries and benefits with all the other CCCD's and with two groups of more comparable districts, both in actual dollars and after adjusting for cost of living differences among the districts.

To get a broader perspective on how Delta's salaries rank in the larger arena of post secondary institutions, we obtained salary and benefit data on the major four year schools in California.

Tables 14 and 15 compare Delta's *average* faculty salary (*not* the minimum or maximum salaries shown in the preceding tables) with the average

TABLE 13
Minimum and Maximum Salaries, Plus Benefits, By Academic Degree, for All 70 California Community College Districts, 88-89

RANK	DISTRICT	MIN SALARY WITH M.A.	DISTRICT	MAX SALARY W/O PH.D.	DISTRICT	MAX SALARY WITH PH.D.
1	Lake Tahoe	34,822	Saddleback	65,210	Saddleback	66,218
2	West Kern	34,700	Marin	55,659	Marin	56,510
3	Foothill	34,138	Foothill	55,519	SAN JOAQUIN DELTA	56,078
4	SAN JOAQUIN DELTA	33,278	SAN JOAQUIN DELTA	54,435	Santa Monica	55,714
5	El Camino	33,251	Palomar	54,382	El Camino	55,640
6	Sequoias	33,085	Cerritos	54,142	Cerritos	55,576
7	Rio Hondo	32,064	Santa Monica	54,108	Foothill	55,519
8	West Valley	31,967	El Camino	53,837	Palomar	55,332
9	Marin	31,821	Glendale	53,383	Long Beach	54,574
10	Santa Monica	31,769	Rio Hondo	52,740	Glendale	54,463
11	Yosemite	31,666	Sequoias	52,647	Sequoias	54,447
12	Glendale	31,571	South County	52,471	South County	54,377
13	Long Beach	31,439	Long Beach	52,359	Rio Hondo	54,234
14	Cerritos	31,206	Rancho Santiago	51,944	Rancho Santiago	53,313
15	Contra Costa	30,986	Grossmont	51,786	San Mateo*	52,837
16	Rancho Santiago	30,689	San Jose	51,784	Contra Costa	52,786
17	Southwestern	30,668	Sonoma	51,480	Citrus	52,710
18	Sonoma	30,657	Contra Costa	51,406	Southwestern	52,706
19	Solano*	30,647	Southwestern	51,206	Grossmont	52,684
20	South County	30,612	Citrus	51,193	Ventura	52,576
21	Saddleback	30,582	Mt San Antonio	51,063	San Jose	52,575
22	San Jose	30,352	Santa Clarita	50,511	Sonoma	52,385
23	Ventura	30,334	Riverside*	50,305	Riverside*	51,802
24	Citrus	30,297	Ventura	50,235	North Orange	51,798
25	Coast	30,226	San Mateo*	50,050	Santa Clarita	51,305
26	Yuba	30,076	North Orange	50,012	Yuba	51,243
27	Riverside*	30,064	West Valley	49,752	Mt San Jacinto	51,134
28	West Hills	30,044	Yuba	49,743	Hartnell	51,125
29	Fremont	30,038	Hartnell	49,698	Mt San Antonio	51,063
30	Hartnell	29,650	Mt San Jacinto	49,663	Coast	50,779
31	Antelope Valley	29,608	Lake Tahoe	49,474	West Valley	50,670
32	Mt San Antonio	29,478	Fremont	49,413	Fremont	50,621
33	Mt San Jacinto	29,389	West Kern	49,321	Pasadena	50,347
34	San Mateo*	29,094	Coast	49,217	West Kern	50,321
35	State Center	29,086	Sierra	48,937	Merced	50,171
36	Mira Costa	28,992	San Luis Obispo	48,786	San Luis Obispo	50,143
37	Merced	28,991	Antelope Valley	48,630	Antelope Valley	49,634
38	Imperial	28,956	Solano*	48,287	Butte	49,595
39	Desert	28,939	Gavilan	48,234	Solano*	49,587
40	Victor Valley	28,884	Los Angeles	48,112	Lake Tahoe	49,474
41	Sierra	28,864	Mira Costa	48,093	Palo Verde	49,439
42	Los Angeles	28,832	Butte	48,037	Mira Costa	49,343
43	Gavilan	28,782	Redwoods	47,914	Gavilan	49,284
44	Pasadena	28,715	State Center	47,911	Yosemite	49,284
45	Butte	28,644	Palo Verde	47,864	Kern	49,125
46	Allan Hancock	28,563	Yosemite	47,772	Desert	49,104
47	Santa Clarita	28,495	Merced	47,744	Los Angeles	49,042
48	Redwoods	28,482	Victor Valley	47,467	Sierra	48,937
49	Palomar	28,418	Pasadena	47,462	West Hills	48,898
50	San Luis Obispo	28,350	Desert	47,333	State Center	48,794
51	San Bernadino*	28,314	Santa Barbara	47,080	Redwoods	48,417
52	Shasta	28,295	West Hills	47,080	Santa Barbara	48,280
53	Grossmont	28,175	Imperial	46,892	San Diego	48,214
54	Monterey Peninsula	28,134	San Diego	46,854	Imperial	48,198
55	North Orange	28,092	Allan Hancock	46,799	Allan Hancock	47,806
56	Kern	28,041	Kern	46,495	Victor Valle	47,467
57	Santa Barbara	27,615	San Bernadino*	46,039	San Bernadino*	47,418
58	San Francisco	27,579	Shasta	45,529	Los Rios	47,375
59	Chaffey	27,272	Siskiyou	45,494	Shasta	46,827
60	Cabrillo	27,250	Los Rios	45,254	Siskiyou	46,694
61	Los Rios	27,161	Peralta	45,145	Monterey Pen	45,655
62	San Diego	27,123	Lassen	44,413	Cabrillo	45,650
63	Siskiyou	26,823	Monterey Peninsula	44,217	Peralta	45,145
64	Barstow*	26,538	Napa*	44,105	Lassen	44,913
65	Lassen	26,383	San Francisco	44,043	Barstow*	44,537
66	Palo Verde	25,946	Cabrillo	44,006	Chaffey	44,437
67	Mendocino	25,766	Barstow*	43,728	Mendocino	44,342
68	Napa*	25,761	Mendocino	43,181	Napa*	44,105
69	Peralta	25,536	Chaffey	42,957	San Francisco	44,043
70	Compton*	23,565	Compton*	39,024	Compton*	40,024
	STATE AVERAGE	29,423	STATE AVERAGE	49,101	STATE AVERAGE	50,355

*Still negotiating as of 4/89; salary figures are 87-88.

TABLE 14

Average Salaries, EXCLUDING BENEFITS, of Associate and Assistant Professors At Major California Post Secondary Institutions, 88-89

Institution	Average Assistant Professor Salary	Rank	Institution	Average Associate Professor Salary
SAN JOAQUIN DELTA	**48,603**	1	Cal Inst. of Technology	57,400
Cal Inst. of Technology	45,500	2	Stanford	53,300
Stanford	41,500	3	**SAN JOAQUIN DELTA**	**48,603**
USC	38,800	4	Harvey Mudd College	46,100
UC Los Angeles	38,500	5	USC	45,800
UC Irvine	38,500	6	UC Berkeley	45,000
UC Berkeley	38,400	7	UC San Diego	43,900
UC San Diego	37,600	8	UC Irvine	43,800
UC Santa Barbara	37,200	9	Loyola Marymount U.	43,600
UC Santa Cruz	37,100	10	UC Los Angeles	43,300
Harvey Mudd College	36,700	11	Cal Poly, San Luis Ob.	42,900
Santa Clara U.	36,400	12	UC Davis	42,800
UC Davis	36,200	13	CSU Los Angeles	42,400
Golden Gate U.	35,900	14	Santa Clara U.	42,400
CS Poly, Pomona	35,200	15	UC Santa Barbara	42,300
San Diego State	34,700	16	CSU Fullerton	42,100
CSU Dominguez Hls	34,600	17	San Diego State	42,100
U. of San Francisco	34,400	18	Sonoma State	42,000
Pomona College	34,400	19	CSU Long Beach	42,000
UC Riverside	34,200	20	CS Poly, Pomona	41,900
CSU Los Angeles	34,200	21	Pomona College	41,900
San Jose State	34,100	22	Humboldt State	41,800
CSU San Bernadino	34,000	23	San Francisco State	41,800
CSU Northridge	33,900	24	U. of San Francisco	41,600
CSU Sacramento	33,800	25	UC Riverside	41,500
Cal Poly, San Luis Ob.	33,600	26	CSU Chico	41,500
Pepperdine	33,600	27	CSU Hayward	41,500
CSU Long Beach	33,500	28	San Jose State	41,500
CSU Hayward	33,200	29	CSU Dominguez Hls	41,200
San Francisco State	33,200	30	CSU Northridge	41,200
Claremont McKenna	33,200	31	UC Santa Cruz	41,100
Sonoma State	33,100	32	Golden Gate U.	41,100
CSU Chico	33,100	33	CSU Sacramento	40,800
CSU Fullerton	33,100	34	CSU Fresno	40,700
U. of San Diego	33,100	35	CSU San Bernadino	40,700
Humboldt State	33,000	36	CSU Stanislaus	40,600
CSU Bakersfield	33,000	37	Pepperdine	40,300
CSU Fresno	32,900	38	CSU Bakersfield	40,100
CSU Stanislaus	32,000	39	Occidental College	39,400
Loyola Marymount U.	32,000	40	Claremont McKenna	38,900
U. of the Pacific	31,800	41	Scripps College	38,900
Saint Mary's Coll. of Ca.	30,700	42	U. of the Pacific	38,400
Scripps College	30,400	43	Saint Mary's Coll. of Ca.	38,400
Mills College	30,000	44	U. of San Diego	37,400
Occidental College	29,900	45	Mills College	36,000
Whittier College	27,900	46	Whittier College	35,000
Pitzer College	27,700	47	Pitzer College	N/A
AVERAGE*	**$34,343**		**AVERAGE***	**$41,964**

* Does not include Delta

* Does not include Delta

TABLE 15

Average Salaries, INCLUDING BENEFITS, of Associate and Assistant Professors At Major California Post Secondary Institutions, 88-89

Institution	Average Assistant Professor Salary	Rank
Cal Inst. of Technology	55,300	1
SAN JOAQUIN DELTA	**52,779**	2
USC	51,200	3
Stanford	48,700	4
UC Berkeley	48,500	5
UC Los Angeles	48,400	6
UC Irvine	48,100	7
UC San Diego	47,300	8
UC Santa Barbara	46,800	9
Harvey Mudd College	46,600	10
UC Santa Cruz	46,300	11
UC Davis	46,300	12
Santa Clara U.	44,900	13
CS Poly, Pomona	44,500	14
San Diego State	43,800	15
CSU Dominguez Hls	43,700	16
CSU Los Angeles	43,300	17
San Jose State	43,100	18
CSU San Bernadino	43,100	19
Golden Gate U.	43,000	20
UC Riverside	42,900	21
CSU Northridge	42,900	22
CSU Sacramento	42,800	23
Cal Poly, San Luis Ob.	42,600	24
CSU Long Beach	42,400	25
CSU Hayward	42,200	26
San Francisco State	42,100	27
U. of San Francisco	42,000	28
Sonoma State	42,000	29
CSU Chico	42,000	30
CSU Fullerton	42,000	31
Humboldt State	41,900	32
CSU Bakersfield	41,900	33
CSU Fresno	41,700	34
Pomona College	41,600	35
U. of San Diego	41,500	36
Loyola Marymount U.	41,300	37
Pepperdine	41,000	38
CSU Stanislaus	40,700	39
Claremont McKenna	40,300	40
U. of the Pacific	39,600	41
Scripps College	38,900	42
Occidental College	37,500	43
Saint Mary's Coll. of Ca.	37,000	44
Mills College	36,400	45
Pitzer College	35,200	46
Whittier College	34,200	47
AVERAGE*	**$43,033**	

* Does not include Delta

Institution	Average Associate Professor Salary
Cal Inst. of Technology	69,700
Stanford	62,600
USC	60,100
Harvey Mudd College	58,500
UC Berkeley	56,100
Loyola Marymount U.	55,400
UC San Diego	54,600
UC Irvine	54,400
UC Los Angeles	54,000
UC Davis	53,600
Cal Poly, San Luis Ob.	53,400
CSU Los Angeles	52,800
UC Santa Barbara	52,800
SAN JOAQUIN DELTA	**52,779**
CSU Fullerton	52,600
San Diego State	52,500
Sonoma State	52,500
CSU Long Beach	52,400
Santa Clara U.	52,300
CS Poly, Pomona	52,300
Humboldt State	52,300
San Francisco State	52,200
CSU Chico	51,800
CSU Hayward	51,800
San Jose State	51,800
CSU Dominguez Hls	51,600
UC Riverside	51,500
CSU Northridge	51,500
Pepperdine	51,300
UC Santa Cruz	51,000
CSU Sacramento	51,000
CSU Fresno	51,000
CSU San Bernadino	51,000
CSU Stanislaus	50,900
Pomona College	50,500
Occidental College	50,500
CSU Bakersfield	50,300
U. of San Francisco	50,100
Scripps College	49,700
Golden Gate U.	49,400
Claremont McKenna	48,200
U. of the Pacific	48,000
Saint Mary's Coll. of Ca.	47,600
U. of San Diego	47,400
Whittier College	44,300
Mills College	43,600
Pitzer College	N/A
AVERAGE*	**$52,287**

* Does not include Delta

salaries of assistant and associate professors at the major public and private four year institutions in California.[1]

Remarkably, Delta ranks very high in all these comparisons. Table 14 presents the data on salaries without benefits. Delta's average faculty salary is higher than the average salary of assistant professors at all the major four year institutions in the state (as is the average salary for all community colleges). Delta's average salary is 7% higher than the second ranking institution (California Institute of Technology), and 42% higher than the average for all the institutions.

Even at the associate professor level, Delta ranks third, and its average faculty salary is 16% higher than the average of all the four year institutions.

When salaries plus benefits are compared (Table 15), Delta's advantage is reduced, but the Delta figure is still well above the state average for assistant professors (23%), and essentially equal to the average for associate professors. (The dollar value of the benefit packages in the four year institutions is, on the average, substantially larger than those in the CCCD's. We were unable to determine whether this is a real or definitional difference.)

Table 16 provides a comparison of Delta's salaries with the average salaries of assistant and associate professors across all the CSU and UC campuses, and with instructors in all the CCCD's. Delta's average faculty salary exceeds the average salary of assistant professors in the CSU system by 45%, and is 31% greater than the comparable salary in the UC system.

Even at the associate professor level, Delta's average salary is, respectively, 17% and 13% greater than the salaries paid at CSU and UC.

When benefits are included, Delta's advantage disappears at the associate professor level, but it is still 24% greater than assistant professors earn in the CSU system, and 13% more than the comparable salary at UC.

VII. Salaries and Productivity

As noted at the outset in the **Methodology** section, a variety of data problems forced us to abandon our efforts to develop a measure of *load* productivity, and to concentrate only on *cost effectiveness*.

The comparisons on the productivity cost index (Salary Cost per ADA) are

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[1]Unlike most community colleges, where a single designation of "Instructor" is used, most four year colleges and universities use an academic rank structure of four levels: Instructor, Assistant Professor, Associate Professor, and Full Professor.

Table 16

Average Faculty Salaries at Delta College,
California State University, the University of California, and All CCCD'S, 88-89

	Average Salary Excluding Benefits				Average Salary Including Benefits			
	Asst Prof	% SJDC Greater	Assoc Prof	% SJDC Greater	Asst Prof	% SJDC Greater	Assoc Prof	% SJDC Greater
CSU	$33,611	45%	$41,500	17%	$42,589	24%	$51,861	2%
UC	37,213	31%	42,963	13%	46,863	13%	53,450	-1%
All CCCD'S	43,795	11%	43,795	11%	48,132	10%	48,132	10%
Delta	48,603	--	48,603	--	52,779	--	52,779	--

provided in Table 17. The ranking is from low to high, with the least expensive or most cost effective institution at the top, and the most expensive or least cost effective at the bottom.

The productivity cost index ranges from $895 to $2,022. Delta's $1,122 makes it slightly less expensive (or more cost effective) than the state average of $1,136.

Delta is also near or slightly better than average in cost effectiveness when compared to the two more similar comparison groups (Tables 18 and 19).

Ten years ago, Delta's level of productivity was substantially more cost effective than the state average, but during the past decade this margin has largely disappeared (Chart A).

These trends hold when Delta is compared not only to the state average but to the two comparison groups as well.

Since the Total Cost of Instructors' Salaries includes part time as well as full time instructors, the question arises whether or not the overall cost effectiveness figure may conceal the possibility that full time instructors are more productive (in the cost effectiveness sense) than part time instructors. If this were true, then institutions with high percentages of full time instructors would have higher levels of productivity. This is not the case. The correlation of productivity with percent full time instructors is .013.

VIII. Conclusions

Chart B summarizes the major analyses and comparisons we have made in this report. Delta's faculty salaries are not only substantially above the state average for community colleges, they rank first when compared to two groups of more comparable institutions, and the margin of superiority is increased when the varying cost of living across community college districts is taken into account.

Moreover, the average salary of Delta's instructors is substantially greater than the average salary received by assistant and associate professors in the CSU and UC systems.

Delta's superior salaries are reflected in, and a consequence of, the generally higher raises it has received over the past decade. As shown in Chart C, Delta's faculty has received larger raises than those awarded throughout the state as a whole and in the two comparison groups, except in 83-84 and 88-89.

When comparisons are made on the basis of dollar value, Delta's large advantage in salaries does not carry over to fringe benefits. There, Delta ranks slightly below average. This is the case when Delta is compared to the

TABLE 17
Productivity in All 70 California Community College Districts, 87-88

RANK	DISTRICT	(A) TOTAL COST OF INSTRUCTORS' SALARIES	(B) ADA	(C) PRODUCTIVITY AS SALARY COST PER ADA (A/B)
1	Santa Clarita	2,348,416	2,623	895
2	Rancho Santiago	16,094,719	17,287	931
3	Butte	6,797,373	7,120	955
4	Gavilan	2,696,399	2,802	962
5	Allan Hancock	6,039,095	6,098	990
6	San Diego	33,110,458	33,341	993
7	Glendale	8,590,813	8,649	993
8	Merced	5,631,875	5,601	1,006
9	San Luis Obispo	4,115,720	4,092	1,006
10	State Center	12,464,221	12,346	1,010
11	Santa Barbara	9,786,234	9,634	1,016
12	Sierra	5,976,046	5,877	1,017
13	San Francisco	32,488,826	31,622	1,027
14	Hartnell	4,319,801	4,186	1,032
15	Santa Monica	13,014,419	12,545	1,037
16	Chaffey	6,867,647	6,618	1,038
17	Mt San Jacinto	1,878,717	1,791	1,049
18	Victor Valley	3,060,637	2,915	1,050
19	Sonoma	13,602,137	12,935	1,052
20	Monterey Pen	5,697,229	5,406	1,054
21	Napa	4,327,564	4,102	1,055
22	Foothill	27,374,888	25,747	1,063
23	San Bernadino	9,462,131	8,833	1,071
24	Mt San Antonio	16,805,808	15,667	1,073
25	Coachella/Desert	4,589,692	4,234	1,084
26	Mira Costa	4,738,996	4,366	1,085
27	Ventura	16,993,246	15,600	1,089
28	North Orange	26,968,872	24,713	1,091
29	Palomar	10,800,646	9,896	1,091
30	Yuba	5,937,340	5,420	1,095
31	West Valley	14,110,754	12,871	1,096
32	Mendocino	1,685,779	1,535	1,098
33	Pasadena	16,992,165	15,416	1,102
34	Coast	29,494,302	26,737	1,103
35	Redwoods	4,682,938	4,244	1,103
36	Peralta	15,513,906	14,031	1,106
37	Cabrillo	7,727,846	6,972	1,108
38	Riverside	9,563,976	8,605	1,111
39	Shasta	5,880,757	5,290	1,112
40	Long Beach	15,891,724	14,288	1,112
41	San Jose	12,074,349	10,796	1,118
42	San Joaquin Delta	11,947,279	10,651	1,122
43	Grossmont	12,259,619	10,924	1,122
44	Imperial	3,099,556	2,745	1,129
45	Los Rios	28,429,500	25,095	1,133
46	Rio Hondo	10,046,668	8,755	1,148
47	Kern	11,531,726	10,008	1,152
48	Fremont	5,606,238	4,852	1,155
49	San Mateo	18,159,121	15,628	1,162
50	Southwestern	9,260,780	7,965	1,163
51	Yosemite	11,000,342	9,460	1,163
52	South County	12,874,478	11,031	1,167
53	Siskiyou	1,960,333	1,669	1,175
54	Citrus	7,694,133	6,546	1,175
55	Solano	6,204,088	5,277	1,176
56	Contra Costa	26,109,550	21,989	1,187
57	Sequoias	6,598,556	5,546	1,190
58	Compton	3,452,402	2,899	1,191
59	El Camino	16,829,409	13,743	1,225
60	Antelope Valley	4,878,989	3,968	1,230
61	Saddleback	15,792,126	12,834	1,230
62	Palo Verde	472,112	378	1,249
63	Marin	8,516,317	6,784	1,255
64	Lassen	2,630,381	2,093	1,257
65	Cerritos	15,130,628	11,669	1,297
66	Los Angeles	74,363,436	53,111	1,400
67	Barstow	1,390,481	951	1,462
68	Lake Tahoe	870,442	576	1,511
69	West Hills	2,135,626	1,353	1,578
70	West Kern	1,148,337	568	2,022
	STATE AVERAGE	$11,237,016	10,027	$1,136

TABLE 18

Productivity in the SJDC Comparison Group, 87-88

DISTRTICT	(A) TOTAL COST OF INSTRUCTORS' SALARIES	(B) ADA	(C) PRODUCTIVITY AS SALARY COST PER ADA (A/B)
State Center	12,464,221	12,346	1,010
Foothill	27,374,888	25,747	1,063
San Bernadino	9,462,131	8,833	1,071
Mt San Antonio	16,805,808	15,667	1,073
West Valley	14,110,754	12,871	1,096
Coast	29,494,302	26,737	1,103
San Jose	12,074,349	10,796	1,118
San Joaquin Delta	**11,947,279**	**10,651**	**1,122**
Los Rios	28,429,500	25,095	1,133
San Mateo	18,159,121	15,628	1,162
Yosemite	11,000,342	9,460	1,163
South County	12,874,478	11,031	1,167
Cerritos	15,130,628	11,669	1,297
COMPARISON GROUP AVERAGE	**$17,281,710**	**15,490**	**$1,121**

TABLE 19

Productivity in the 12 FACTOR COMPARISON GROUP, 87-88

DISTRTICT	(A) TOTAL COST OF INSTRUCTORS' SALARIES	(B) ADA	(C) PRODUCTIVITY AS SALARY COST PER ADA (A/B)
State Center	12,464,221	12,346	1,010
Chaffey	6,867,647	6,618	1,038
Peralta	15,513,906	14,031	1,106
Cabrillo	7,727,846	6,972	1,108
Shasta	5,880,757	5,290	1,112
San Jose	12,074,349	10,796	1,118
San Joaquin Delta	**11,947,279**	**10,651**	**1,122**
Los Rios	28,429,500	25,095	1,133
Rio Hondo	10,046,668	8,755	1,148
San Mateo	18,159,121	15,628	1,162
Southwestern	9,260,780	7,965	1,163
South County	12,874,478	11,031	1,167
Solano	6,204,088	5,277	1,176
El Camino	16,829,409	13,743	1,225
Cerritos	15,130,628	11,669	1,297
COMPARISON GROUP AVERAGE	**$12,675,957**	**11,087**	**$1,140**

Chart A

Productivity (Salary Cost per ADA in 1988 $'s) for SJDC and 70 CCCD's, 1977-78 to 1987-88

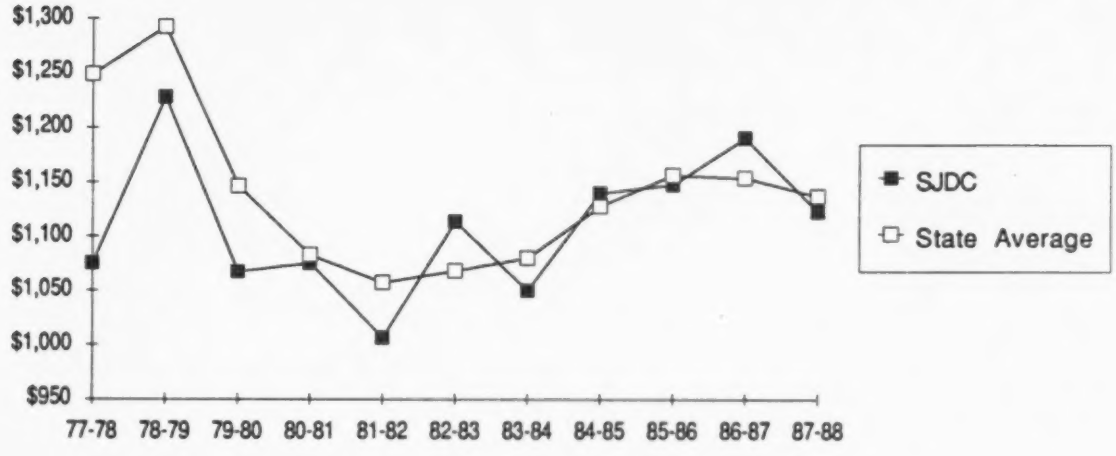


Chart B

Summary of CSU, UC, and CCC Salary Comparisons, 1988-89.

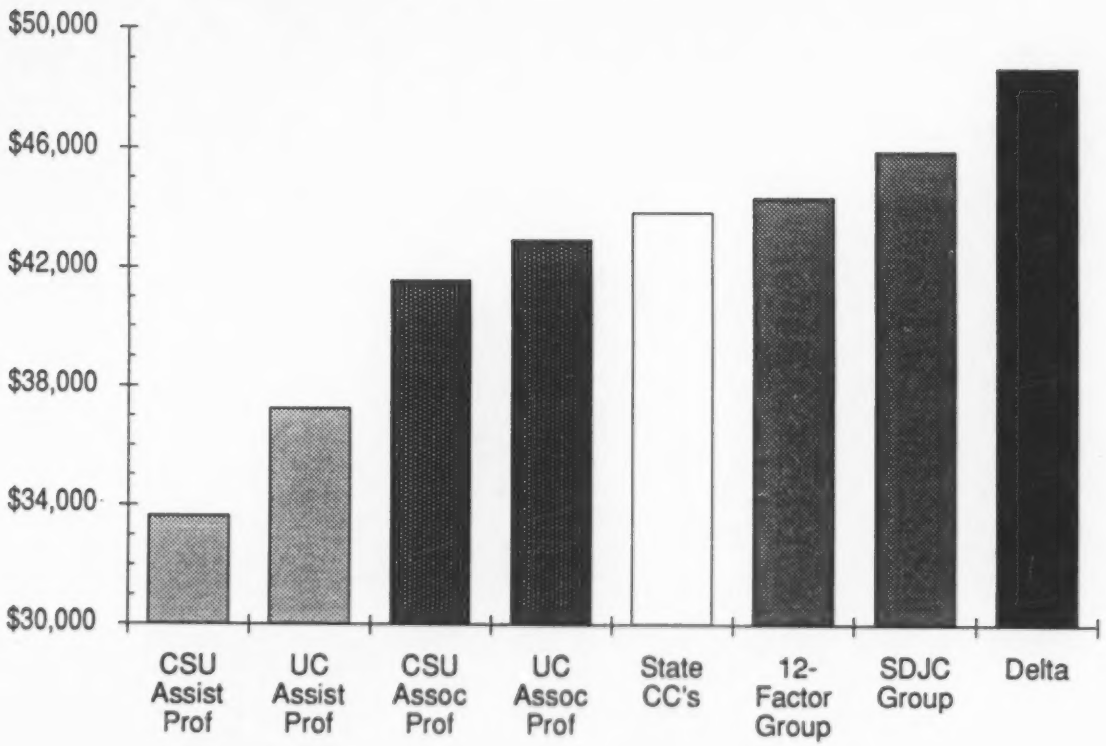
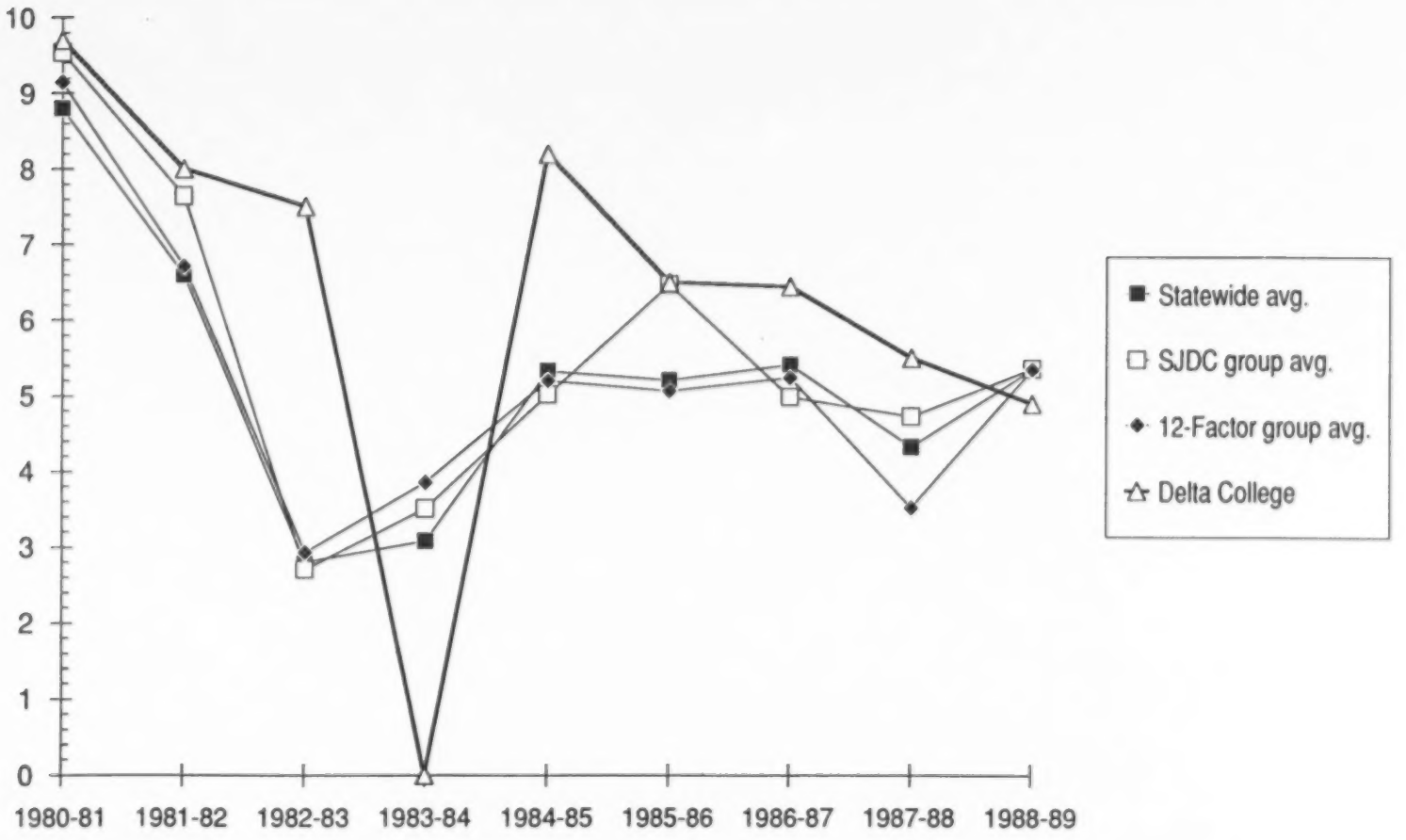


Chart C

Percent Salary Raises Received by CCCD Faculties, '80-81 to '88-89.



all the other CCCD's in the state, to the two comparison groups, and also after adjustments are made for the varying cost of medical and life insurance expenses. However, when the actual benefits are compared, Delta appears to provide equal or greater services than Districts where the dollar cost of benefits is higher.

At the present time Delta is about average in productivity. In the late 70's, Delta's level of productivity was substantially more cost effective than the state as a whole, but since 81-82 productivity has declined generally, and Delta's advantage over the state average has largely disappeared.

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